

**INFLUENCE OF SUCCESSION PLANNING STRATEGIES ON THE
PERFORMANCE OF NON-GOVERNMENTAL RESEARCH
ORGANIZATIONS IN KENYA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“Influence of Succession Planning Strategies on the Performance of Non-Governmental Research Organizations in Kenya”** in partial fulfillment of requirements for the degree of Master of Strategic Human Resource Management of the Open University of Tanzania

.....

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.....

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DECLARATION

I, **Anita Mbinya Mutua**, declare that, the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Strategic Human Resource Management (MSHRM).

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Signature

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Date

DEDICATION

I dedicate this dissertation to my family, Alessio, Dylan and Gianni. You cheer me on every day and encourage me to be the best I can be.

To my mum and dad, who have demonstrated resilience, the value of hard work and discipline.

To my siblings for being available and accessible.

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ABSTRACT

Succession planning is probably the most crucial and critical phase in the lifecycle of an organization because it ensures sustainability and continuity. The objective of the study was to find out the influence of succession planning strategies on organizational performance of non-governmental organizations in Kenya. The specific objectives were to find out the influence of human resource planning, performance management, talent management and career development on organization performance of non-governmental organizations in Kenya. The study used a descriptive research design. The unit of analysis in this study was 25 local and international non- governmental research organizations in Kenya. The unit of observation in this study was the top management staff as well as general staff. This study used stratified random sampling technique to select 222 respondents of target population. Data was collected through structured questionnaires and interviews. Collected data was analyzed using qualitative and quantitative techniques. The study found that human resource planning, performance management, talent management and career development as strategies for succession planning had a positive and significant influence on the performance of non-governmental research organizations in Kenya. The study concludes that among the succession planning strategies, human resource planning and career development had the most significant influence. The study recommends appropriate succession planning through effective communication, formalized structures and knowledge dissemination. In addition, the management of non-governmental research organizations should develop strategies based on talent attraction, talent development and talent retention through competitive remuneration and provision of a conducive work environment.

Keywords: Succession Planning Strategies, Influence of Human Resource and
Organizational Performance

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CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This section covers the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study, scope of the study, delimitation of the study, limitation of the study and assumptions of the study. The variables captured in this study are the influence on succession planning strategies and organizational performance.

1.2 Background of the Study

Succession is a vital viewpoint for any current or prospective organization that wants to stay competitive and for continuity of its operations. In today's dynamic business world, where economic resources are limited, if succession planning is not handled effectively, it has the potential to be a key problem in the future (Odhiambo, Nyanja, & Zakayo, 2014). Leadership has become a big concern because of a shortage of capable people in today's workforce (Njeri, Ngui & Mathenge, 2019). This is because a number of baby boomer managers and executives are nearing retirement, and lack of adequately skilled people to take their place.

Therefore, it is important to fast-track the development of talent pools of upcoming leaders. (Mattone, 2013); but attention must be given to selection, development, and promotion of employees (Langhorne, 2013). Absence of effective leadership jeopardizes the ability of an organization to achieve its targets (Achua, 2013).

According to McDonagh, Prybil and Totten (2013), organizations have several competing goals, and succession planning is sometimes overlooked, particularly if the current CEO is effective. The concept of succession planning has become extremely popular, and most organizations are engaging employees from within the organization to save costs on external hiring (Armstrong & Taylor, 2014). For instance, IBM, Motorola, McCormack, AT&T, Xerox, Coca Cola, General Electric, and General Motors made succession planning an intentional process, and for five years they identified and developed internal candidates. The Board of Directors exhibited a great level of transparency, and everyone in the organization participated. As a result, they were able to implement a succession plan that allowed the organization to move forward successfully (Hartwell & Brooks, 2017).

Organizations that fail to ensure succession planning and those that do not use any succession planning strategies experience performance problems after the exit of their leaders. Poor implementation of succession planning strategies in non-governmental organizations leads to problems in finding funds, acquiring, and retaining donors and completion of projects within budget and schedule (Muema & Odollo, 2020).

In addition, Maguta (2020) observed that inadequate utilization of succession planning strategies could have adverse effects on the organization such as internal inefficiencies, derailed performance or even the collapse, especially when the main players exit the establishment upon old age, retirement or seek greener pastures elsewhere. Such exit predisposes the organization to vulnerability, hindered growth, as well as diminishing its worth for its stakeholders, particularly the donors and target beneficiaries.

Performance refers to the competencies such as the skills, knowledge, attitudes and behaviors, which describe how employees achieve the organization's desired results. In other words, it can be considered accomplishing a task measured against the accuracy, completeness cost, and speed of preset standards leading to efficiency and efficiency. For succession plans to produce the desired outcomes, they must focus on codifying organizational culture amongst employees, empowering employees to follow development paths, and stimulating learning within the organization (Gothard & Austin, 2013).

According to Adewale, Abolaji and Kalode (2011), succession planning strategies such as talent retention and career development enhance organizational performance to companies in Nigeria. A study by Ngandu, (2017) on Adventist Faith Based Institution in Zambia revealed a challenge in leadership for crucial positions. In some cases, faculty heads were appointed based on subject expertise rather than leadership skills. The ideal was for every academic leader to have a succession plan, but there was a reluctance by the leaders to develop a succession plan as the message they sought to convey is that they are fully in- charge (Buller, 2016).

There is a clear indication that the use of succession planning strategies is inescapable as organizations struggle with creating a formal process aimed at identifying, developing, and retaining high potential pool of workforce within the organization to maintain organization performance that allows smooth transmission of responsibilities (Maguta, 2016).

Succession planning in Non-Governmental Organizations (NGOs) is normally downplayed. This can be due to factors such as funding, lack of well-developed

human resources (HR) infrastructure, the nature of the project-based work, donor requirements, lack of leadership buy in among others (Onyango, 2018). According to Maguta (2016), fundamentally, local Kenyan NGOs operate within a project orientation focus and as such they have inadequate priority for investing in promoting human resource capacities. It should be noted that NGOs and research institutes in particular have development plans that extend for ten years, and as such succession planning especially of the leadership is crucial in a project-based organization if action plans are to be realized.

In Kenya, a study conducted by Christian Organization Research and Advisory Trust of Africa, (2010) pointed out that; every organization will lose key or high performing staff at all levels for all kinds of reasons: family, promotion, external calls, resignations, and even sudden death. As such, succession planning, which has become quite popular lately, is about planning for the deliberate replacement of these staff by a concerned management. Key to effective succession management is thinking ahead as a fundamental management principle and practice.

1.3 Statement of the Problem

Non-governmental research organizations play an important role in the provision of information and research data important in the alleviation of poverty and suffering among community members. They also play an important role in the provision of information and participation in provision of relief, emergency or longer-term development work or a mixture of all three. However, most of the non-governmental research organizations fail to achieve their target objectives on time, leave before task completion and experience a challenge in the mobilization of funds. According to

Ochieng (2018) one of the main challenges in non-governmental organizations is poor succession planning, which leads to withdrawal of donor funding and poor resource mobilization.

In response, some of the non-governmental research organizations have adopted succession planning strategies like career development, human resource planning, talent management and performance management. Abdolshah, Khatibi and Moghimi (2018) observed that succession planning strategies positively affect the overall performance of institutions and organizations with an effective succession planning process do better than those without it. However, succession planning remains a challenge to most organizations big or small, public or private (Onyango, Njanja & Charles, 2014). In addition, despite the adoption of these succession planning strategies, the performance of non-governmental research organizations still remains poor.

Jhuthi (2015) indicates that more than half of all projects and programmes carried out by non-governmental organizations are not sustainable and collapse in less than one year after the exit of the donors. For example, the NGOs coordination board (2015) 40% of the projects implemented by NGOs exceeded their time and cost of implementation, due to inadequacy of resources, change of leadership and poor resource mobilization strategies. Ngandu (2017) observed that most non-governmental organizations lack succession plans and do not use succession planning strategies, and this has resulted to poor performance. In addition, the appointment of leaders in non-governmental organizations does not match the ability and skills requirement making most of the organizations to perform very poorly (Young, 2012; Marangu, 2014;

Ngandu, 2017). Non-governmental organizations have lagged in institutionalizing succession plans as part of their strategies to deal with their transitions and they are therefore exposed to the risk of loss of experience, information and identity. Ochieng (2018) indicates that most global organizations are expected to lose 40 percent of their top executives by 2011, leaving a gap that must be filled. It was therefore important to understand how succession planning strategies influence organizational performance.

Several studies have been conducted in relation to succession planning in non-governmental organizations. For instance, Ochieng (2018) examined the factors affecting succession planning in nongovernmental organizations in World Food Program –Nairobi; Onyango (2018) studied the effects of succession planning on organization performance among non-governmental organizations in Kenya. However, studies conducted on succession planning in Kenya do not show how specific succession planning strategies influence organizational performance. The study therefore sought to examine the influence of succession planning strategies on organization performance among non-governmental research organizations in Kenya.

1.4 Research Objectives

1.4.1 Main Objective

The main objective of the study was to examine the influence of succession planning strategies on organization performance.

1.4.2 Specific Objectives

- (i) To find out the influence of human resource planning on organizational performance of non-governmental research organizations in Kenya

- (ii) To establish the influence of performance management on organizational performance of non-governmental research organizations in Kenya
- (iii) To determine the influence of talent management on organizational performance of non-governmental research organizations in Kenya
- (iv) To examine the influence of career development on organizational performance of non-governmental research organizations in Kenya

1.4.3 Research Questions

The following are the research questions that were addressed by the study:

- (i) What is the influence of human resource planning on organizational performance of non-governmental research organizations in Kenya?
- (ii) What are the influences of performance management on organizational performance of non-governmental research organizations in Kenya?
- (iii) What is the effect of talent management on organizational performance of non-governmental research organizations in Kenya?
- (iv) What is the effect of career development on organizational performance of non-governmental research organizations in Kenya?

1.5 Significance of the Study

The study aimed to examine how succession planning strategies can be implemented under a standardized framework and which factors will improve succession planning adoption rates. The study also sought to understand the various succession planning strategies that NGOs could use. The findings from the study will benefit the NGOs in Kenya by shedding light on how succession planning strategies can benefit them and how to mitigate any challenges in implementing succession plans. The study

attempted to identify some common criteria that may be used by NGOs to determine organizational effectiveness. The aim of the study was also to assist managers understand where their skills and expertise may be limited or completely absent to execute good HR management policies and practices and to track how these policies and practices are being implemented effectively.

The research will be useful to current and prospective NGOs in determining how the organization promotes their work and jobs down the family tree. The study was to be helpful for current and future NGO owners. This research aimed at providing valuable useful information to NGO partner organizations in assessing their partners' viability and effectiveness, as well as serving as a basis for offering a direct connection between the community and the public in understanding how a non-profit organization works with its staff to realize its goals.

1.6 Scope of the Study

The area of coverage in the study was non-governmental organizations in Kenya. It covered questions to the top office management and general staff to give information on activities pertaining succession planning strategies. The research focused on Human Resource Management (HRM) systems their employees, talents discovered with time, hiring, how they are managed.

1.7 Limitations of the Study

It was expected that constraints in data collection processes would be experienced from the part of the managers due to unavailability or lack of time following their busy schedule. The other challenge that the researcher was likely to face was the

respondents' inability to disclose information on succession planning issues that they considered sensitive due to fear of intimidation, victimization, and loss of their competitive advantage.

1.8 Assumptions of the Study

The researcher assumed that the respondents in giving their responses were honest and truthful, which represents an accurate account of the situation. The research also presumed that all the questions as instructed would be answered by the participants and that all the questionnaires would be completed and returned correctly without bias.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter assesses the existing literature on the influence of succession planning strategies on organizational performance. The variables discussed were the influence of human resource planning, performance management, talent management and career development on organizational performance.

2.2 Theoretical Review

2.2.1 Scharmer's Theory U Model

Otto Scharmer (2007) came up with a succession model, which is referred to as Scharmer's Theory U Model. Scharmer argues that the top management team should embrace succession planning strategies and act in order to implement succession planning. This futuristic plan establishes a foundation for change, thereby spurs an organization to an expected end. He goes further to suggest that leadership should make succession planning a long-term concept rather than working on an organization's immediate requirements. Kartz (2006) argues further that there is need to assess a company's strategy and policy that highlight the required qualifications of the successor in order to have a sustainable and dynamic succession plan in place.

Scharmer's continues and states the leadership should then work to help an organization embrace change and implement succession planning strategies by setting aside resources to build capacity of its employees. The conclusions from this model

assisted this study in understanding whether organizations had documented and structured succession plans and the effects of this on the organizational performance.

The Scharmer's Theory U Model was used in this study to show the role of succession planning strategies on organizational performance. As indicated in the theory the top management team in an organization should embrace succession planning strategies like performance management, human resource planning, talent management and career development in order to ensure effective succession. In addition, an organization should set aside enough resources to train employees and equip them with current information that would ease the succession and minimize future disagreements that may arise from hiring unqualified personnel with unmatched skills with the objectives of the organization.

2.2.2 Institutional Theory

The roots of institutional theory were developed by Meyer and Rowan (1977). Meyer and Rowan (1977) distinguish between, on the one hand, a genuinely accepted and entrenched institutional practice or standard and, on the other, institutional myths. The theory assumes that organizations and their employees are not rational actors but, in most situations, are influenced by their environment and how things have been done before, and that the myth about rationality is still very prevalent (Zajac & Westphal, 2014).

The institutional theory emphasizes that historical, contextual and processes of an institute determine the activities that take place in an organization (Bellamy, 2013).

The relationship between the management policies and the background of employees

in terms of educational level, job experience and networks of professional associations is emphasized. The theory is associated with professionalization, which is often interpreted as, the collective struggle of members for an occupation to define conditions and methods of their work, to control the production of producers, and to establish a cognitive base and legitimacy for their occupational autonomy' (Ologbo & Sofian, 2012).

The institutional theory supports variable career development and talent management in that the relationship between management policies and employee background in terms of educational level, job experience may encourage management to train their employees to achieve a degree of employee professionalism, which in turn influences the nature of employee retention management control systems within organizations.

2.2.3 Relay Succession Planning Theory

The Relay Succession Planning theory was developed by Santorin (2004). Santorin suggests in the model that present business leaders of an organization must, over a long period of time; pass on the baton to a successor (Suifan, Abdallah, & Diab, 2016). The impact of companies practicing this model has been evaluated in Santorin's research compared with organizations that do not have such plans in place (Tillott, Walsh, & Moxham, 2013). It was recorded that organizations that practice relay succession plans performed better because the successors were being trained and exposed to corporate challenges in the pre-succession phase. The successor was given the opportunity to test the reins of leadership and at the time receive training from the incumbent who would pass the baton in real time.

Sutherland and Sutherland (2014) contend succession planning strategies is a constant and influenced process with the selection standards relying on organizational rules, capability, behavioural skills etc. However, Vaiman and Vince (2018) affirm that both human resource planning and succession planning are vital to any organization and that overlooking any of them opens an organization to harsh human resource problems. Prospective organization leadership possibly constitutes a very fundamental part of its potential and persisting accomplishment and development.

Relay Succession Planning theory is important in analyzing whether it is better to recruit successors from within or from outside of the organization. As per the variables of the study, an organization should start planning early enough for succession through career development (training), talent management (attraction, development and retention), human resource planning and management of individual and team performance.

2.2.4 Expectancy Theory

The theory suggests that an organization's employees have certain expectations for the structural properties at work. Expectancy theory assumes different employees have different expectations and they have different levels of confidence about what they can do. It is up to management to establish what resources and the kind of supervision employees require to ensure that employees get what they desire including what has been promised by a manager (Armache, 2014). Management must ensure that promises of rewards are fulfilled and that employees are assured of these expectations. Vroom suggests that an employee's beliefs about expectancy, instrumentality and valence interact psychologically to create a motivational force, which shapes an

employee's actions, and in turn the employee acts in ways that bring pleasure and avoids pain.

Chitsaz and Boustani (2014) conclude that for expectations could include communication, equitable rewards, work autonomy, job security, and a role in organizational decision-making. They continue and state that when these structural expectations are met, staff members will have higher levels of job satisfaction and stronger commitment to the employing organization, which in turn strengthen their intent to stay. Conversely, when the structural expectations are not met the employee's commitment and satisfaction levels decline and their intent to leave increases. Church (2013) further observe that relationship between employees' perceptions of organizational structure and their psychological attitudes towards work can be influenced however by environmental factors such as employment opportunities.

The Expectancy theory was used in this study to show the influence of talent management on organizational performance. One of the components of talent management is talent retention through reward management and expectancy theory supports an organization's reward management and explains why employees perform at a particular level and their commitment to the institution. Reward management has a practical and positive potential of improving retention of employees because it can, and has, helped management create retaining programs in the workplace. This theory provides the idea that an employee's stay may be influence by reward management programs deployed in the organizations.

2.3 Empirical Review

2.3.1 Succession Planning Strategies

Various authors in different fields have defined succession planning strategies in several ways. Couch (2013) observed succession planning strategies are systematic and deliberate efforts in the identification of leadership requirements and high-potential employees at each level, accelerating their growth in leadership skills through deliberate development, recruiting candidate leaders to crucial positions and then measuring progress on a regular basis. Santora *et al.* (2015) in his study sought to examine the non-profit succession of executives in specific countries to assess their differences and similarities in succession practices for executives and to explore avenues in which non-profits work on a variety of relevant board-level issues. The study found out that succession planning strategies comprises several processes, including, identification of key roles, development of job competences, accessing current talent, identifying potential talent, and actively developing key talent (Santora *et al.*, 2015).

Galbraith *et al.* (2012) in their study asserted that succession planning extends beyond developing leadership roles. Succession planning strategies provide employees with opportunities for developing their leadership skills and imply that organizational leaders will be recruited internally to fill leadership roles, whenever possible. They asserted in their study that succession planning extends beyond the development of leadership roles.

Succession planning strategies provide opportunities for employees to develop their leadership skills and imply that organizational leaders are internally recruited to fill

leadership roles wherever possible. This therefore means that organizations will benefit from succession planning strategies because they will have successors ready when the need arises and this will lead to a smooth transition with minimal disruption to business operations (Klein & Salk, 13 2013). Managerial succession planning can be disruptive (Valentine, 2012). Therefore, organizational leaders should consider the possibility that changes in leadership could affect a company's culture in planning and implementing managerial succession (Valentine, 2012).

Cairns (2011) conducted a study that showed how business leaders view succession planning and why they chose to participate in succession planning. Cairns in his study argued that there are reasons why business leaders don't want to develop succession plans, including issues aimed at protecting existing leaders from uncertainty or anxiety. Cairns continued and asserted that if they wished to do so, organizational leaders would not have the tools to engage in successful succession planning. Cairns concluded that succession planning is required, and that leaders of organizations should be better prepared for key changes in leadership.

Performance is the topic of a study conducted by Garg and Van Weele (2012). The authors undertook a study focused on the importance of succession planning in the context of sustainability and performance (Garg and Van Weele, 2012). Garg and Van Weele opined that the turnover of key stakeholders within a business can make it vulnerable and decrease the value of the business. Failing to prepare is preparing to fail and this was a central theme discussed by the authors as they focused on the primary reasons succession planning strategies is essential to organizational sustainability (Garg & Van Weele, 2012). There are two truths when it comes to

succession planning, one fact that is evident from the research conducted by this study is that a well-designed and executed succession plan makes all employees valuable and the second is that change will inevitably take place (Fibuch & Van Way, 2012).

Fibuch and Van Way argued that there are components that are fundamental to all succession planning activities. These components are (a) career paths for individuals, (b) development and training plans, (c) individual job moves, (d) communication between all levels of the organization, and (e) the development of comprehensive HR capabilities (Fibuch & Van Way, 2012). However, understanding the principles of succession planning is not sufficient and organizational leaders must also ensure a shared understanding of the mission, values and style of organization (Crews & Richard, 2013).

2.3.2 Influence of Human Resource Planning on Organizational Performance

Human Resource Planning (HRP) plays a very important role in determining organizational structures that help with the achievement of organizational objectives and goals (Mondyet *et al*, 2003). For example, a structure that is flat is best at influencing succession planning strategies since there is better flow of information (Marangu, 2014). HRP systematically assists an organization to carry out succession planning through the assessment of an organization's future management needs and growing employees with high potential to address these needs (Mondyet *et al*, 2003). It is not about determining who to promote to which position but rather it is about creating a system where the organization has employees who can fill vacant position as required. Succession planning should form part of the strategy of an organization (Rothwell *et al.*, 2005).

According to Byham (2001), empirically, the link between HRP and succession planning strategies has not been demonstrated successfully as contributing to the retention of competent employees and effectively replacing departing senior managers. For this reason and lack of face validity, succession planning in most organizations was discontinued. In response the contemporary succession planning was developed to address the weaknesses by aligning succession planning to strategic business activities. More specifically, succession planning was about creating a systematic process that could respond objectively and effectively to contemporary business requirements such as organizational transformation, work processes that are team based, issues of global outsourcing, diversity, and talent shortages (Armstrong, 2009).

HRP involves information gathering, development of objectives, and decision making that facilitates the achievement of an organization's objectives (Mondyet *et al*, 2003). Succession planning is one of the most neglected fields in the HR (Armstrong, 2009). HR has a huge duty of keeping up with all the changes and ensuring the organization has the right staff at the right time. These changes to labour force composition is what pushes managers to pay attention to HRP (Mondyet *et al*, 2003). The changes in workforce composition affect employee recruitment, and in some cases also methods of selection, training, motivation, and compensation. When institutions merge, plants relocate and operations are downsized due to financial problems (Mondyet *et al*, 2006). Weak HRP or absence of HRP in an organization can lead to a financial impact, which in turn will lead to prolonged time in filling vacancies. Consequently, this leads to additional work for staff resulting in under-performance. Increase

workload also disrupts training plans as employees do not have time to focus on career advancement since they have no time or are exhausted. The key reason why HRP should be effectively managed is to ensure cost of operation does not increase.

2.3.3 Influence of Performance Management on Organizational Performance

Brudan (2010) defines performance management as 'a discipline that assists in the establishment, monitoring and achievement of individual and organizational objectives.' According to Shane (2010), performance management is a systematic effort to enhance performance through an ongoing process of assessing desirable organizational results, establishing performance goals, and reporting on streams of data to improve individual and collective performance. Performance management traces its roots to three management approaches, namely merit rating, management by objectives and performance appraisal. Such systems were run as a top-down approach, incorporating an annual meeting that dwelt on the past and was primarily used to determine merit (Owalla 2011).

Performance management may focus on the performance of an organization, department, employee or even the processes for developing a service product and many other areas. Similarly, Mackie (2008) defined performance management as the range of managerial activities designed to monitor, measure and adjust aspects of organizational performance through appropriate internal controls to ensure that the organizations (and its sub-units) are achieving what they are supposed to achieve. From the above definitions, performance management is a process consisting of three main activities involving setting goals, setting framework for measuring goal achievement, and taking action to improve organizational performance. The purpose

of performance management is therefore to achieve organizational objectives and to improve performance. In recent decades, performance management was pursued as part of a broader package of reform generally referred to as the New Public Management (Moynihan 2008). New Public Management models, which also comprise performance contracting, have therefore been invariably seen through the public service reform initiatives in many countries as the solution to reversing falling service delivery. Performance contracting is closely linked to performance management as it focuses on integrating strategy, people, resources, and processes to improve organizational performance. Performance contracting is one element of broader public sector reforms aimed at improving efficiency and effectiveness (Domberger, 1998).

To improve performance, there is need for tracking performance through measurement and provision of feedback. Obong'o (2009) confirms that the belief that concrete data on organizational performance, or performance metrics, can guide managers' decision making has dominated most discussions of management in public agencies since early 1990s. With the growing focus on assessment of outcomes, the term "performance management" has become a high priority. Measuring and reporting on organizational performance focuses the public's attention on what, where and how much value services bring to the public. The measurement criteria are commonly referred to as performance indicators and are taken as the measures to indicate good or poor performance. We cannot underestimate the value of measuring, monitoring and feedback in performance management systems. Feedback offers a mechanism for improving future performance, and thus failure to incorporate the required changes

can hinder the ability of the organization to be an effective and efficient global competitor. Bititci *et al* (2012) summarizes the use of information in performance measurement and management control in five different ways, including enhancing decision-making processes such as strategic planning, providing feedback to ensure that the input-process-output system is properly aligned to motivate and evaluate performance, providing guidance on where to concentrate, encouraging organizational learning and facilitating external communication.

Searcy (2012) opines that performance management system helps people improve their skills, increase job satisfaction and achieve success for their own and organizational benefit. Performance management has been the key tool for managers to convey what is needed by employees and provide input about how well they achieve job goals. Effective performance management should identify and highlight the developmental needs of employees. Performance management helps an organization to optimize the contribution of all individuals, units, and activities always. In today's competitive and dynamic environment, performance management is the only way a firm can justify its existence not only to its owners but also to the stakeholders in its environment (Searcy, 2012).

2.3.4 Influence of Talent Management on Organizational Performance

Talent management is a strategy that includes succession planning. Executive decision makers should assess and follow the progress of employees to effectively implement a successful succession plan (Stahl *et al*, 2012). Leadership development and succession planning are key components to talent management (Beheshtifar & VazirPanah,

2012). Succession planning is part of six governing principles of talent management proposed by Stahl et al, (2012).

Ali, Mahmood & Mehreen (2019) conducted a study on the competitive advantage of talent management and the definition of employees with high potential. The findings of the study identified channels for talent management and performance management and a succession planning framework (Ahmadi et al., 2012). Ahmadi et al. (2012) also proposed implementing a strategic succession management system as well as talent system for strategically managing succession by giving rewards and promoting open communication between employees and senior managers.

Schweer *et al.* (2012) and Kehinde (2012) researched and reported on the facets of talent management and like Ahmadi *et al* (2012), he concluded that well-developed and applied talent management approaches may have significant impacts on the organizational results, including opportunities for higher earnings and high-performance organizations (Khator, 2012). Schweer *et al.* examined talent management in terms of collaboration across the organization while utilizing intercompany networking. Schweer *et al.* concluded that using traditional approaches to talent management could lead business leaders to overlook talented workers who may possess the skills required to progress. Stahl *et al.* (2012) studied 18 global organizations experience with their talent management strategies. They also wanted to find out whether the leaders of the organization thought their practices were effective and important. Stahl et al. wanted to learn if best practices are beneficial to organizational leaders and if they fit with other philosophies of the organization. Stahl et al. focused on six principles, which include alignment with strategy, consistent

structure, environmental consistency, leadership sponsorship, external needs analysis, and company branding. Stahl et al. concluded that there was a common set of principles for talent management and that there was a high degree of consistency in organizations in their talent development and execution. While the research carried out for this study suggested that a comprehensive plan for succession talent management is needed, several authors have conducted studies focused on the challenges of implementing talent management strategies (Maltais, 2012).

Coordinating the interaction of the parts is one of the challenges of developing and implementing talent management systems. Maltais (2012) reporting on recognition by corporate leaders noted that talent management is paramount to talent management success. Maltais viewed talent management from a system perspective, as well as the ability to conduct talent management activities and conduct performance analysis using accurate data. Maltais, argued that decisions need to be based on the information gathered from these activities, the system should have predetermined objectives, strategy maps and well-defined business needs.

Maltais, concluded that organizational leaders wishing to employ a talent management system should maximize their workforce by hiring, assessing, developing, and retaining top talent. Another obstacle to the progress of talent management systems is that the organizational development and talent management may become intertwined. Church (2013), defined talent management as processes and programs designed to recruit, develop, and retain talent to achieve organizational goals. Church studied and reported on the linkages and differences between the organizational development and talent management.

Church asserted that two differences exist between the two, organizational development concerns many, while talent management focuses on a few (Church, 2013). Church argued that each has its own merits and they should go hand in hand since they serve different purposes and neither could replace the other in the overall strategy of the organization.

Srinivasan (2011) researched and reported on the concepts of manifested and non-manifested talent. Srinivasan defined manifest talent as existing talent, for example, a highly sought-after talented manager, and non-manifested talent as those individuals who may be underperformers, but who have hidden talents. Srinivasan claimed that talent management focuses on maintaining top talent, and that this can be done by identifying top talent using a profile. Characteristics of talented workers within the profile include creative thinkers, dynamic executives, and those who have a desire to contribute to society. Srinivasan opined that two aspects of talent management exist.

The two aspects are employees with high potential and those average employees who can contribute the right amount of support to the organization. Srinivasan concluded by claiming that talent management is an evolutionary process that requires higher levels of consciousness to be able to discover hidden talent. Areiqat *et al.* (2010) discussed the shift of HR from traditional responsibilities to strategic ones. Areiqat *et al.* reported on how to recognize talented people and their characteristics, and how to manage talented people differently so that they are effective. Areiqat *et al.* argued that a key component of successful talent management is the identification of exceptional individuals within the organization, determination of what they want and giving it to them. They continued and discussed the talent management loop, which

consists of four primary activities. The first activity was attracting talent; the second was developing talent, the third managing talent and the last tracking and evaluating talent. He reported that the best component of effective talent management is to recognize outstanding individuals within the organization, decide what they want, and to provide them with it. Areiqat *et al*, concluded that research is needed to decide whether talent is inherited or learnt. Areiqat *et al*, provided guidelines for organizational leaders and their talent management strategy, such as (a) integrating organizational goals with talent strategy, (b) encouraging talented employees, and (c) developing a systematic process to identify top talent.

2.3.5 Influence of Career Development on Organizational Performance

Talpos *et al*. (2017) opines that career development is part succession planning involves. Career development is the process of preparing individuals to take up higher positions in the corporate hierarchy. This is improved by effective implementation of succession plans enabling organizations to develop successors for leadership roles by arming them with appropriate skills and competences (Talpos *et al*, 2017).

Meharabani and Mohamed (2011) noted in their study that employees learn new skills and knowledge during training and these new abilities are needed for them to take up new roles. Elnaga and Imran (2013) acknowledged that training programs for employees influence effective organizational performance. Kang *et al*, (2015) established that non-profit organizations do not concern themselves with career development when preparing for succession planning, even when it is considered important.

In fifty percent of the organizations, external candidates are preferred while no suitable internal candidate is identified in about two-thirds of organizations and they do not experience some form of career advancement within the organization Kang *et al*, (2015). Furthermore, the level of effort and extent leadership planning activities was low. An effective succession planning system will look for talent both externally and internally according to Marreli (2010). External talent is very valuable, especially because an organization can benefit from new ideas and technologies (Bayham, 2010). A well-structured performance-integrated succession program serves as a competitive advantage (Schroeder *et al*, 2009). Succession planning is also beneficial because the employees are exposed to development programs before being considered for management positions and this increases productivity and effectiveness. (Santora *et al*, 2015). According to (Ali & Mehreen, 2018) succession planning is doing everything you can to ensure that at the right time, you have the right people in the right jobs.

Ruffin (2018) states that effective career planning maintains an organization's leadership continuity, ensure that critical positions are maintained, and intellectual capital is developed, and supports advancement. Ruffin recognizes that effective succession planning needs to be strategic and foresee changes in the business environment; but also includes attracting talent and building adequate "bench strength" and maintaining the institutional memory of the organization possessed by veteran staff (Rothwell & Poduch, 2004).

In the twenty first century, organizations are agile and flexible, allowing employees to develop their own careers. Increased flexibility and personal career development

expectation combine to create complexities and uncertainty. This means employees are sculpting their own careers in addition to the sculpting being carried out by the organizations.

2.4 Conceptual Framework

The independent variables were human resource planning, performance management, talent management and career development. The dependent variable was organizational performance. Figure 2.1 shows the hypothesized associations between the independent variables and the dependent variable.

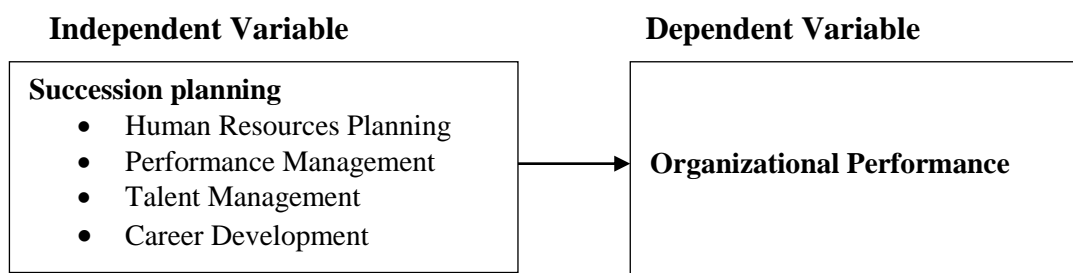


Figure 2.1: Conceptual Framework

2.5 Summary of Literature Review

An empirical study by Ng'ethe (2013) established that determinants of succession planning in Kenyan public universities as leadership style, training and promotion, remuneration influence academic staff retention. Further, Sitati, Were and Waititu, (2016) assessed effect of career development practices on employee retention in hotels in Kenya. Correlation analysis indicated that there was positive correlation between career development and employee retention in the hotel industry in Kenya. Muindi (2016) determined the influence of career development programs on employee retention in international nongovernmental organizations in Kenya. The study revealed that career development programs contribute significantly to employee

retention. Wangari and Were (2014) explored effect of total reward management on employee retention. The study found that compensation is a key determinant of employee retention from a human resource management.

2.6 Research Gaps

Although the authors of the articles used for this research seemed to agree that succession planning is important, their opinions differed in the way succession planning programs are developed, implemented, and maintained. The review of the past studies has clearly demonstrated that succession planning strategies is critical concern for management in organization. These studies, however, focus on institutions and organization in developed and developing countries. There exist relatively scanty studies focusing on succession planning strategies in NGOs.

Locally, empirical studies done in Kenya have focused on succession planning strategies in different fields such as banking institutions, hotel organizations such as County government. A study by Kipkebut (2010) investigated impact of succession planning in higher education institutions and retention of academic and non-teaching staff and found commitment contributed to employees' retention.

The foregoing reviewed literature has failed to determine whether there exists a significant relationship between succession planning factors and leadership practices leading to organizational performance. Given the importance of succession planning in NGOs, there is a need to empirically determine precursors for succession planning and the extent to which transactional leadership practices influence the succession planning factors of staff.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covered research design, sample and sampling techniques, target population of the study, description of research instrumentations, data collection procedure, pilot testing, reliability and validity of the instrument and data analysis and presentation techniques.

3.2 Research Design

This study adopted a descriptive cross-sectional survey design. Creswell (2013) observes that a descriptive research design is useful to collect data that describes persons, organizations, settings, or phenomena. The descriptive design also has enough provision for protection of bias and maximised reliability (Babbie, 2017). Further, it enabled the researcher to obtain a cross-reference data, some independent confirmation of data and a range of options. The descriptive studies are not only restricted to facts finding but might often result in the formation of important principles of knowledge and solution to significant problems.

3.3 Target Population

The population refers to an entire group of persons or elements that have at least one thing in common (Egbert, 2015). The unit of analysis in this study was 25 local and international non- governmental research organizations (NGOs) in Kenya operating in multiple areas in the country. The unit of observation in this study was the top management staff (heads of human resources, ICT, programmes, finance and relationship departments) as well as general staff. The target population was 500 top

management staff and general staff working in international and local non-governmental research organizations (NGOs) in Kenya.

Table 3.1: Target Population

No.	Sector	No. Distribution NGOs
1.	Top Management	125
2.	General Staff	375
Total		500

Source: Local and International NGOs (2020)

3.4 Sampling Frame

Creswell (2013) argues that the sampling frame facilitates formation of a sampling unit that refers to one member of a set of entities being studied, which is the material source of the random variable. In any study, a sampling frame was required to enhance the identification of every person in a population and ensure that they have equal opportunities of being selected in the sample size (Greener, 2011). The target population was 500 top management staff and general staff working in international and local non- governmental research organizations (NGOs) in Kenya.

3.5 Sample Size and Sampling Technique

Sampling is the process of selecting units from a population of interest. The advantage of sampling conclusions may be drawn about the entire population from selecting a part of the subject on which measurement is being taken in a population, (Greenfield & Greener, 2016). This study followed the formula proposed by Yamane, (1967) since it is simple, scientific and can be used in cases of large populations. Therefore, to calculate the sample size from 500 employees working in various local and international NGOs in Kenya county, Yamane (1967) formula was used.

$$n = \frac{N}{1 + NE^2}$$

Where;

n=sample size

N=total population i.e. 500 employees

e=Error tolerance. The study confidence level was 95%, which give a margin error of 0.05

The sample size was calculated as follows;

$$n = \frac{500}{1 + 200 * 0.05^2}$$

$$n = 222$$

Table 3.2: Proportionate Distribution of Sample

No.	Sector	No. Distribution NGOs	Sample size
1.	Top Management	125	55
2.	General Staff	375	167
Total		500	222

This research used stratified random sampling technique in order to select 222 respondents from target population. Fouad, Saleh and Atiya (2013) indicate that stratified random sampling is a sampling technique involving of a target population into lesser clusters or groups referred to as strata. Primarily, the smaller groups, strata, are developed and shaped on basis of members' mutual characteristics and attributes. The strata in on-going study were top management and general staff. Stratified random sampling makes sure that each group in a specific population gets appropriate representation within the sample.

Therefore, stratified random sampling offers better population coverage because the researcher has control over the small groups to make sure that all of them are equally and appropriately represented in the sample. This technique ensures that each of the stratum's sample size is proportionate to its population size as compared to the whole population. Using this method also ensures that each of the strata has the same sampling fraction.

3.5 Data Collection Instrument

The data was collected using a questionnaire. The questionnaires covered the demographic information and the information pertaining to variables of the study. McNabb (2015) defines a questionnaire as a research instrument consisting of series of questions that is used to gather information from the respondents. It is an easier method of collecting data because it is economical and convenient to administer (Kara, 2015). Standardized questions were used making it simple to compile data. The questionnaire contained both open and close-ended questions.

3.6 Pilot Testing

To find out the efficacy of the questionnaire a pilot test was used to measure appropriateness, practicality, the phrasing of statements to ensure a similar interpretation by the respondents (Kara, 2015). The researcher conducted a pilot study by administering 22 questionnaires to different employee in NGOs using random sampling in local and international NGOs in Kenya. The pre-test sample was 10% of the sample size as advocated by Mugenda & Mugenda (2012). The 22 respondents were selected randomly to establish the validity and reliability of the research instrument before the actual collection of data for the study.

3.6.1 Reliability of the Research Instruments

The reliability is the degree to which an assessment tool produces stable and consistent results (Bhattacharjee, 2012). The Cronbach's Alpha Test of reliability was used to test the reliability of the constructs describing the variables of the study. In this study, an internal consistency was done using Cronbach's Alpha to measure how well the items were correlated to each other for all the questionnaires issued to different groups of pilot respondents. A Cronbach value of 0.7 or greater is considered reliable. The rule of thumb for Cronbach Alpha is that the closer it is to 1, the higher the reliability (Creswell & Creswell, 2017).

As presented in Table 3.3 below, Career development had a Cronbach's Alpha of 0.7210, Performance management had a Cronbach's Alpha of 0.7874, Talent management had a Cronbach's Alpha of 0.7601 and Human resource planning had a Cronbach's Alpha of 0.7770. All the variables under study had a Cronbach's Alpha above the recommended 0.7, an indication that the data collection instrument was reliable and hence adopted for the study without amendments.

Table 3.3: Reliability Analysis

Variable	Cronbach's Alpha	Comment
Career development	0.7210	Reliable
Performance management	0.7874	Reliable
Talent management	0.7601	Reliable
Human resource planning	0.7770	Reliable

Source: Field Data, (2020)

3.6.2 Validity of the Research Instruments

The validity is the degree to which result obtained from the analysis of the data actually represents the phenomenon under study (Babbie, 2017). Pre-testing the instruments to be used through a pilot study was done by test-retest method. This was identified and changes made as appropriate to avoid ambiguous questions and techniques as emphasized by Greener (2011). This study improved content validity by consulting individuals such as the supervisors who are experts in the current area of study. Additionally, face validity of the research was improved by use of the pre-test and making clear all the ambiguous and unclear questions.

3.7 Data Processing and Analysis

Data was presented in quantitative and qualitative reports, which was presented in tables and narratives. Data presentation is method by which people summarize, organize, and communicate information using a variety of tools, such as diagrams, distribution charts, histograms, and graphs (Kara, 2015). For the quantitative reports, the tables consisted of mean and standard deviation values that were used to make interpretation of the analysis. Percentage, mean, and standard deviation was used to show the frequency of responses.

Tables were used to display the rate of responses and to facilitate comparison. Qualitative reports were presented in form of essay, which was discussed as per the study objectives aligned with the theories and empirical study. The collected research data was checked for any errors and omissions, coded, defined and then entered into Statistical Package for Social Science (SPSS Version 24). Quantitative data was coded into numerical codes, which represented various variables. These codes were then

captured into computer for analysis. Descriptive analysis such as frequency, percentage, mean, and standard deviation were used to analyze the data. Qualitative data was collected from open-ended questionnaires. Qualitative data was transcribed and summarized according to themes and contents (Babbie, 2017). These themes and contents were used to confirm or refute quantitative responses drawn from closed ended questions in the questionnaire.

Inferential statistics include both correlation, to show the strength of the relationship between strategy compliance and multivariate regression analysis to show the nature of the relationship between Influences of logistics network optimization on organization performance of NGOs in Kenya

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Organization performance of NGOs in Kenya

β_0 = Constant Term.

$\beta_1, \beta_2, \beta_3$ and β_4 =

Beta coefficients.

X_1 = Human resource planning

X_2 = Performance management

X_3 = Talent management

X_4 = Career development

ε = Error term.

3.9 Ethical Consideration

Ethical refers to the legal or acceptable code of conducts that the researcher will consider when conducting this study (Creswell & Creswell, 2017). The researcher

ensured respect of human dignity, beneficence and justice, which are the principles of acceptable code of conduct in any business endeavour. Information consent involves understanding and voluntary agreement to take part in a research project (Kumar, 2019). The respondents were asked whether they are willing to participate in this study since the principle of sensitivity was observed. Only the respondents who were willing to participate in the study were given the questionnaires to fill.

To ensure confidentiality, the participants got assurance from the researcher that any information they would provide, during this study, would be regarded with utmost confidentiality and it would be used only for this study purposes. The research put the data documents in a locked location and restricted the access of the data documents by allowing selected individuals to access the data. In ensuring anonymity, the participants were requested not to indicate their personal contacts or their names when filling the questionnaires that would be used in this study.

CHAPTER FOUR

PRESENTATION OF THE FINDINGS

4.1 Introduction

This chapter presents study findings. The study was designed to examine the influence of succession planning strategies on organization performance. The study sought to address the following research objectives: to find out the influence of human resource planning on organization performance; to establish the influence of performance management on organization performance; to determine the influence of talent management on organizational performance and to examine the influence of career development on organization performance.

4.2 Response Rate

The sample size of this study was 222 individuals, who included 55 top management staff and 167 general staff. Out of 222 questionnaires that were distributed, 190 respondents successfully filled and returned their questionnaires, which gives a response rate of 86%. According to Babbie (2017), a response rate of 75 per cent is adequate for analysis, making conclusions and making inferences about a population. This implies that the response rate (86%) was adequate for analysis, drawing conclusions and reporting. Therefore, the response rate of this study was within acceptable limit for drawing conclusion and making recommendations.

4.3 Background Information

The study collected demographic information of the respondents to ascertain their eligibility and capacity to participate constructively in this study. The information

collected included respondents' education level, designation, and period of service to their organization. The results were as shown in Table 4.1.

Table 4.1: Background Information

	Frequency	Percent
Education Level		
Diploma Level	48	25.5
Undergraduate	85	44.9
Master's degree	56	29.6
Total	190	100
Designation of the Respondents		
Top managers	85	45
General Staff	105	55
Total	190	100
Employment service with the organization		
Between 3 and 5 Years	7	3.45
Between 6 and 10 Years	28	14.94
Between 11 and 15 Years	85	44.83
16 years and Above	70	36.78
Total	190	100

The study sought the participant's level of education, from the findings, majority 44.8 % of the respondents had a degree, followed by 29.9 % of the respondents attained masters' level of education while 25.3 % of the respondents had attained diploma level of education. This implied that the respondents were qualified and understood the objectives of the study as well as offering relevant information regarding of logistics network optimization on organization performance of NGOs in Kenya.

The respondents were also asked to indicate their designation. The findings indicate that majority 55 % of the respondents were general staff and 45 % of the respondents were top managers this implied that the data was going to be collected from employees specialist who were in position of providing detailed information on succession planning strategies. The findings concurred with those of Verhoef and Inman (2015), that knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

Data was analyzed to establish the numbers of years the respondents had worked for the NGOs. From the findings, majority of the respondents, 44.83 % had worked for their NGOs for a period of between 11-15 years, followed by 36.78% of respondents who had worked for their NGOs for a period over 16 years, 14.94% of the respondents had worked for their NGOs for a period of between 6-10 years and only 3.45% had worked for their organizations for a period of between 3-5. This implied that most of the respondents had worked for their organizations for more than 3 years and had acquired the relevant experience and were able to provide their opinions on the current position of succession planning techniques and also what had happened in the past.

4.4 Descriptive Statistics

4.4.1 Organization Performance

Using a scale of 1-5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree, the researcher sought to establish the performance of research non-governmental organization. The study results were as presented in Table 4.2.

Table 4.2: Organization Performance

Statement	Mean	Std dev.
The organization has been increasing the number of its donor funded projects.	2.8	1.2
The started projects are on time and are within the budgeted period.	3.5	1.9
The numbers of staff are increasing, and the organization registers very low staff turnover.	3.8	1.5
The staff are motivated to perform their work and most of them deliver on their targets.	4.2	2.2
The donors are happy with the projects undertaken by the organization.	2.9	1.6
Other NGOs in similar line of activities do visit our organization for benchmarking on performance.	3.3	2.1
The people served by our organization are very happy and we usually receive a positive response on our services.	4.1	1.8

The study results in Table 4.2 indicated that majority of the respondents agreed that their organization is performing well by indicating that the people served by our organization are very happy and we usually receive a positive response on our services as given by a mean 4.1 and a standard deviation of 1.8. The study also found out that the staff are motivated to perform their work and most of them deliver on their targets as indicated by a mean of 4.2 and a standard deviation of 2.2.

The study also found out that the numbers of staff are increasing, and the organization registers very low staff turnover as shown by a mean of 3.8 and a standard deviation of 1.5. The study also found out that they started projects are on time and are within the budgeted period as shown by a mean of 3.5 and a standard deviation of 1.9. The

study also found out that Other NGOs in similar line of activities do visit our organization for benchmarking on performance as shown by a mean of 3.3 and a standard deviation of 2.1. The study also found out that donors are happy with the projects undertaken by the organization as shown by a mean of 2.9 and a standard deviation of 1.6.

Finally, the study found out that the organization has been increasing the number of its donor funded projects as shown by a mean of 2.8 and a standard deviation of 1.2. This is in line with the research done by Edler and Uyarra (2012) that further highlighted that sufficient planning, defining and communicating needs and user engagement early in the succession planning process are crucial to spur performance of NGOs in the Kenya.

4.4.2 Influence of Human Resource Planning on Organization Performance

The study sought to establish the influence of human resource planning on organization performance using a likert scale of 1-5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The study results were as indicated in Table 4.3.

According to the findings, respondents agreed that employees are at a disadvantage because they cannot plan their career development due to disruption to their leave programs as shown by a mean of 4.5 and standard deviation of 2.1; that there is good communication and knowledge dissemination in the organization as shown by a mean of 4.2 and standard deviation of 2.; that in the organization, planned training and job rotations are the avenues used to accomplish succession planning as shown by a mean

of 4.1 and a standard deviation of 1.9; that the HR is keeping in step with changes to ensure the organization has the right people as shown by a mean of 3.7 and a standard deviation of 2.0 and that there exists a system of replacement for senior departing management as indicated by a mean of 3.5 and a standard deviation of 1.8. These findings agree with Mondyet *et al.* (2003) that HRP supports succession planning in an organization through systematic determination of the future management needs and development of high potential employees to cater for those needs.

Table 4.3: The Influence of Human Resource Planning on Organizational Performance

Statement	Mean	Std. dev
There is good communication and knowledge dissemination in the organization	4.2	2.1
There exists a system of replacement for senior departing management	3.5	1.8
The HR keeps in step with changes and ensures the right people are readily available to the organization	3.7	2.0
In the organization, the mechanism to accomplish succession planning is through scheduled training programs and job rotation	4.1	1.9
Employees are disadvantaged due to leave disruptions and they do not have the opportunity to plan their career development	4.5	2.1

4.4.3 Influence of Performance Management on Organizational Performance

The study sought to establish the influence of performance management on organization performance using a likert scale of 1-5 where 1-strongly disagree, 2-

disagree, 3-neutral, 4-agree and 5-strongly agree. The study results were as indicated in Table 4.4.

Table 4.4: The Influence of Performance Management on Organizational Performance

Statement	Mean	Std. Dev
The management always meets their goals in an effective and efficient manner.	4.2	1.9
There is a close monitoring and measuring of organizational performance in place to ensure the organization achieves its objectives.	3.8	1.7
In the last three years there has been a drastic change in performance management leading to improved organizational performance	2.9	2.5
There is a close link between performance management and objective setting.	3.3	1.8
There is an improved monitoring performance through measurement and provision of feedback.	3.7	2.0
Organization performance is used in decision making by managers.	3.4	2.1
The feedback obtained is used for future performance plans	4.3	2.2
Performance management system enables individuals develop their abilities, increase their job satisfaction and achieve to their own benefit and that of the organization as a whole	4.6	1.9

The study results in Table 4.4 indicated that majority of the respondents agreed that performance management systems enable individuals develop their abilities, increase their job satisfaction and achieve to their own benefit and that of the organization as a whole as shown by a mean 4.6 and a standard deviation of 1.9. The study also found out that the feedback obtained is used for future performance plans as shown by a

mean of 4.3 and a standard deviation of 2.2. The study also found out that the management always meets their goals in an effective and efficient manner as shown by a mean of 4.2 and a standard deviation of 1.9. The study also found out that there is a close monitoring and measuring of organizational performance put in place to ensure the organization are achieving their objectives as shown by a mean of 3.8 and a standard deviation of 1.7.

The study also found out that there is an improved monitoring performance through measurement and provision of feedback as shown by a mean of 3.7 and a standard deviation of 2.0. The study also found out that organizational performance is used in decision making by managers as shown by a mean of 3.4 and a standard deviation of 2.1. The study also found out that there is a close link between performance management and performance contracting as shown by a mean of 3.3 and a standard deviation of 1.8. Finally, the study found out that in the last three years there has been a drastic change in performance management resulting in improved organizational performance as shown by a mean of 2.9 and a standard deviation of 2.5. These findings agree with Shane (2010) that performance management is a systematic effort to improve performance through an ongoing process of, determining desired organizational outcomes, setting performance standards then collecting, analyzing and reporting on streams of data to improve individual and collective performance.

4.4.4 Influence of Talent Management on Organizational Performance

The study sought to establish the influence of talent management on organization performance using a likert scale of 1-5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The study results were as indicated in Table 4.5.

Table 4.5: The Influence of Talent Management on Organizational Performance

Statement	Mean	Std. dev.
Management supports the recruitment, evaluation, development, and retention of talents	3.2	2.1
There is a program set aside for talent development and it has been implemented.	3.7	2.9
Most of the talent acquired is wasted due to poor talent management systems.	2.9	1.8
There are several talented employees in the organization and the management has identified them.	3.0	1.9
The management is committed to encouraging new talents	2.6	2.1
Talent in the organization lies dormant due to poor talent management systems	2.6	2.2
The succession of the organization is totally dependent on merit.	3.5	1.6

The study results in Table 4.5 indicated that majority of the respondents were in agreement that There is a program set aside for talent development and you can see it in action as given by a mean 3.7 and a standard deviation of 2.9. The study also found out that the succession of the organization is totally dependent on merit. as shown by a mean of 3.5 and a standard deviation of 1.6. The study also found out that the management is recruiting, evaluating, developing and retaining to talents as shown by a mean of 3.2 and a standard deviation of 2.1. The study also found out that there are several talented workers in the organization and the management has identified them as shown by a mean of 3.0 and a standard deviation of 1.9. The study also found out that the management is committed to encouraging new talents as shown by a mean of 2.6 and a standard deviation of 2.1.

Finally the study found out that all talents in the organization lie dormant due to poor talent management systems as shown by a mean of 2.6 and a standard deviation of 2.2. The study agrees with Ahmadi *et al.* (2012) who conducted a study on the competitive advantage of talent management and the definition of high-potential employees and found that talent management affected performance.

4.4.5 Influence of Career Development on Organizational Performance

The study sought to find out the influence of career development on organization performance using a likert scale of 1-5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The study results were as indicated in Table 4.6.

Table 4.6: The Influence of Career Development on Organizational Performance

Statement	Mean	Std. dev
The organization partners with individual employees to determine training needs and integrates them into succession planning.	3.4	2.2
The organization through implementing the training promotes equal training opportunity for all employees who are included in the succession plans	2.9	2.1
The employees training and development plan is prepared by the supervisor and staff and adjusted based on performance appraisal results.	3.6	1.7
My training is based on the identified training needs in my development plan	4.1	1.8
My organization conducts awareness and training on the importance of succession planning, and other career related topics i.e., succession planning process	3.3	2.0
My organization provides learning and training opportunities that are futuristic and are tied to long-term and strategic development goals	3.2	1.9
I have attended in training on succession planning on how to develop individual personal development plan, and other career related topics	2.5	2.1

The study results in Table 4.6 indicated that majority of the respondents agreed that the training they received was based on the identified training needs in their development plan as shown by a mean 4.1 and a standard deviation of 1.8. The study also found that employee training is determined by the supervisor and the employee and is updated based on performance appraisal results as shown by a mean of 3.6 and a standard deviation of 1.7. The study also found out that organizations work in partnership with individual employees to assess training needs and incorporate the same into succession plans as shown by a mean of 3.4 and a standard deviation of 2.2.

The study also found out that organizations conduct training on the importance of succession planning, and career related topics i.e., succession planning mechanisms as shown by a mean of 3.3 and a standard deviation of 2.0. The study also found out that the organizations provides learning and training opportunities that go beyond today's job and that are aligned to more long-term and strategic development goals as shown by a mean of 3.2 and a standard deviation of 1.9. The study also found out that the organization promotes equal training opportunity for all employees through implementing the training and including it in the succession planning as shown by a mean of 2.9 and a standard deviation of 2.1.

Finally, the study found out that the employees participate in training workshops on succession planning, how to develop individual development plan, among other career related topics as shown by a mean of 2.5 and a standard deviation of 2.1. The findings agree with Meharabani& Mohamed (2011) that training plans help employees to learn new skills and knowledge and therefore, give them new abilities that may be needed for them to take up new roles.

4.5 Inferential Statistics

The study used both correlation analysis and regression analysis to investigate the association between the independent variables and the dependent variable.

4.5.1 Correlations

The study sought to establish the correlations between the dependent and the independent variables whereby any correlation value above 0.7 would indicate that there is a strong positive correlation.

Table 4.7: Correlation Analysis

		OP	CD	PM	HRP	TM
OP	Pearson Correlation	1				
	Sig. (1-tailed)					
	N	190				
CD	Pearson Correlation	.775**	1			
	Sig. (1-tailed)	.000				
	N	190	190			
PM	Pearson Correlation	.713**	-.283**	1		
	Sig. (1-tailed)	.000	.000			
	N	190	190	190		
HRP	Pearson Correlation	.735**	.171**	-.263**	1	
	Sig. (1-tailed)	.000	.009	.000		
	N	190	190	190	190	
TM	Pearson Correlation	.787**	.061	.360**	-.108	1
	Sig. (1-tailed)	.000	.202	.000	.069	
	N	190	190	190	190	190

** . Correlation is significant at the 0.05 level (1-tailed).

Testing at 5% significance level, the study established that there is a strong positive correlation between the independent variables and the dependent variables as their Pearson correlation values were all above 0.7 and the significance values were all

0.000. The results show that there is a positive association between career development and organization performance of NGOs in Kenya ($r=0.775$, $p\text{-value}=0.000$). The findings are in line with Mondyet *et al.* (2006) that career development positively influences organizational performance. In addition, the results show a positive association between performance management and organization performance of NGOs in Kenya ($r=0.713$, $p\text{-value}=0.000$). The findings concur with Owalla (2011) observation that performance management positively influences organization performance.

Further, the results show a positive association between human resource planning and organization performance of NGOs in Kenya ($r=0.735$, $p\text{-value}=0.000$). These findings agree with Meharabani and Mohamed (2011) findings that human resource planning has a positive effect on organizational performance. This is because employees learn new skills and knowledge during training and these new abilities are needed for them to take up new roles. The findings show that there exists a positive association between talent management and organization performance of NGOs in Kenya ($r=0.787$, $p\text{-value}=0.000$). The findings concur with Beheshtifar and VazirPanah (2012) observation that talent management influences organizational performance positively.

4.5.2 Regression Analysis

The R-squared showed the variation in the dependent variable that can be explained by the independent variables being studied. The results were as presented in the model summary in Table 4.8.

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.777 ^a	.603	.594	.07182

a. Predictors: (Constant), Talent Management, Career Development, Human Resource Planning, Performance Management

The study found out that the independent variable in the study explained a significant proportion of variance in dependent variable $R^2 = 0.603$ which implies that 60.3% of the proportion in organization performance can be explained by the independent variables. The analysis of variance showed whether or not the model was a good fit for the data. The results were as presented in Table 4.9.

Table 4.9: Regression Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.450	4	.362	70.270	.000 ^b
	Residual	.954	185	.005		
	Total	2.404	189			

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Talent Management, Career Development, Human Resource Planning, Performance Management

The findings in Table 4.9 indicate that the significance value in testing the reliability of the model for the relationship between independent variable variables and organization performance was $F(4, 189) = 70.270$, $p = 0.000$; therefore, the model is statistically significant in predicting the relationship between the study variables.

Table 4.10: Regression Coefficients for the Overall Model

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.163	.191		11.329	.000
Career Development	.270	.062	.215	4.361	.000
Performance					
1 Management	.080	.016	.266	4.959	.000
Human Resource					
Planning	.920	.064	.695	14.389	.000
Talent Management	.066	.013	.253	5.004	.000

a. Dependent Variable: Organization Performance

Based on the result, the model becomes; $Y = 2.163 + 0.27X_1 + 0.08X_2 + 0.92X_3 + 0.066X_4 + u$

Testing at 5% significant level, the regression analysis in table 4.10 is significant since all the p-values (Sig. $p < 0.025$) testing at 2 tail tests. The findings show that career development has a positive and significant effect on organization performance of NGOs in Kenya as shown by regression coefficient of 0.270 (p-value=0.000). This implies that a unit improvement in career development would lead to a 0.270 improvement in organization performance of NGOs in Kenya. These findings concur with Kang *et al*, (2015) observation that career development when preparing for succession planning practices has an influence on performance of organizations.

In addition, the results show that performance management has a positive and significant effect on organization performance of NGOs in Kenya as shown by regression coefficient of 0.080 (p-value=0.000). This implies that a unit improvement

in performance management would lead to a 0.080 improvement in organization performance of NGOs in Kenya. The findings are in agreement with Obong'o (2009) argument that performance management positively influences organizational performance.

Further, the results show that human resource planning has a positive and significant effect on organization performance of NGOs in Kenya as shown by regression coefficient of 0.920 ($p\text{-value}=0.000$). This implies that a unit improvement in human resource planning would lead to a 0.920 improvement in organization performance of NGOs in Kenya. These findings are in line with Elnaga and Imran (2013) observation that human resource planning systematically assists an organization to carry out succession planning through the assessment of an organization's future management needs and growing employees with high potential to address these needs, which in turn improves performance.

The findings show that talent management has a positive and significant effect on organization performance of NGOs in Kenya as shown by regression coefficient of 0.066 ($p\text{-value}=0.000$). This implies that a unit improvement in talent management would lead to a 0.066 improvement in organization performance of NGOs in Kenya. The findings are in line with Ahmadi et al. (2012) findings that talent management has a significant effect on organizational performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the conclusions and recommendations of the study. The study sought to examine the influence of succession planning strategies on organization performance. This is in line with the objectives of the study. The study suggests further areas of research.

5.2 Summary

5.2.1 The Influence of Human Resource Planning on Organization Performance

The findings of the study showed that human resource planning positively impacted organizational success through knowledge sharing and effective communication in a department. The study also indicated that, there exists a replacement system for senior management by trained junior management. The findings indicate that sustainability of organizations is maintained by ensuring that the organization has the right people during the transition. The study clearly supports the fact that a system for succession planning is by means of planned training programs for junior management staff. The training helps to develop the requisite skills required by the junior staff for leadership responsibility for future succession. The study also indicated, employees are at times at a disadvantage because work exigencies conflict with their leave plans and as a result staff miss training opportunities for their career growth. Consequently, because they lack proper career planning the employees are not found eligible for the succession process.

5.2.2 The Influence of Performance Management on Organization Performance

The study findings indicated that performance improvement practices such as performance evaluation, development plans and retention of top talent positively impact the performance of an organization. According to the study, organizations have focused on performance in the last three years, which has led to a significant improvement in the organization's performance.

The research findings also indicate that measuring performance and providing feedback to employees resulted in improved organizational performance. This is attributed to the fact that the feedback obtained is taken into consideration in the development of future performance plans. Management also uses this feedback to identify the weak areas and address the same. The study findings established that managers take into consideration the organizational performance when making decisions for the organization.

5.2.3 The Influence of Talent Management on Organizational Performance

The study established that most organizations have talent development programs for their junior management to ensure effective succession planning. However, the findings further indicated that talents acquired are wasted due to poor talent management.

The study indicates that the organizations' succession depends entirely on merit rather than talent. This is because organization have programs to address weak talent, but the programs do not include development of employees with potential that are lying dormant. Due to weak talent management processes, talents are yet to be discovered in

the organization is dormant. The study also found out that succession planning has not been implemented in all organizations. The organizations that have sufficiently embraced talent management have clearly shown a shift in results and are in a stronger position to enhance their performance.

5.2.4 The Influence of Career Development on Organization Performance

The study clearly indicates that organizational performance was greatly influenced by career development. The findings indicate that organizations work with employees to determine their training needs and integrate the same into succession plans. The organizations, through the implementation of the training included in succession planning, encourage fair training opportunities for all workers. The study also suggests that supervisors should work with employees in the preparation performance objectives and they should adjust employee training and development plans based on performance assessment results. The training employees receive should be based on the identified training needs in the development plan put in place. The study also indicated that the organizations sensitized and created awareness amongst their staff on the significance of succession planning and other career related topics. The study also showed that the organizations that provided learning and training opportunities with a future lens have a long term and strategic development goals.

5.3 Conclusions

The first objective of the study was to find out the influence of human resource planning on organizational performance of NGOs in Kenya. The study concludes that human resource planning as a practice in succession planning has a positive and significant influence on the performance of non-governmental research organizations

in Kenya. This implies that an improvement in human resource planning during succession planning would lead to an improvement in organizational performance.

The second objective of the study was to establish the influence of performance management on organization performance of NGOs in Kenya. From the findings, the study concludes that performance management as a practice in succession planning has a positive and significant influence on the performance of non-governmental research organizations in Kenya. These findings show that an improvement in performance management as a practice for succession planning would lead to an improvement in organizational performance.

The third objective of the study was to determine the influence of talent management on organizational performance of NGOs in Kenya. The study also concludes that talent management as a practice in succession planning has a positive and significant influence on the performance of non-governmental research organizations in Kenya. This implies that an improvement in talent management as a practice for succession planning would lead to an improvement in organizational performance.

The fourth objective of the study was to examine the influence of career development on organization performance of NGOs in Kenya. From the findings, the study concludes that career development as a practice in succession planning has a positive and significant influence on the performance of non-governmental research organizations in Kenya. This implies that the use of career development as a strategy for succession planning would lead to an improvement in organizational performance.

5.4 Recommendations

The study found that human resource planning as a succession planning strategy had an influence on organizational performance. The study therefore recommends that the management of non-governmental research organizations should ensure appropriate human resource planning through effective communication and knowledge dissemination and developing a system for replacement of general staff and senior management during succession planning.

The study established that performance management as a strategy for succession planning has an influence on organizational performance. As such, the study recommends that the management of non-governmental research organizations should develop measures of performance, set goals and objectives that need to be achieved as well as closely monitor the performance of individuals. In addition, the management of governmental research organizations should consistently provide feedback to all levels of staff.

The study found that talent management as a succession planning strategy has an influence on organizational performance. Therefore, the management of non-governmental research organizations should develop strategies based on talent attraction, talent development as well as talent retention through competitive remuneration and provision of a conducive work environment.

The study found that career development as a strategy for succession planning has an influence on organizational performance. As such, the study recommends that the management of non-governmental research organizations should consistently assess

employee training needs, develop training programmes focusing on succession planning process and long-term and strategic development goals.

5.5 Theoretical Contributions

The study provides insight by showing that succession planning strategies like human resource planning, performance management, talent management and career development have an influence on organizational performance. The findings of this study can be used contributes to the knowledge body by providing information that can be used in identifying research gaps and empirical review. The study also adds information to the body knowledge regarding the succession planning strategies and organizational performance.

5.6 Areas for Further Study

The study focused on the influence of succession planning strategies on the performance of non-governmental research organizations in Kenya. However, the findings of this study cannot be generalized to other types of non-governmental organizations and other organizations in other sectors. This study therefore recommends further studies on the influence of succession planning strategies on the performance of other types of NGOs and other sectors like banking, manufacturing and insurance among others. The study found that 60.3% of the performance of non-governmental research organizations in Kenya would be explained by succession planning strategies. The study therefore recommends further studies on other factors influencing the performance of non-governmental research organizations in Kenya.

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APPENDICES

Appendices I: Introductory Letter

Anita Mbinya

Nairobi.

Dear Respondent,

RE: Data Collection

I am a student at the Open University of Tanzania pursuing Degree of Master of Human Resource Management. I am currently conducting a research study on the Influence of Succession Planning Strategies on Organizational Performance: A Case Study of Non-Governmental Research Organizations in Kenya. To fulfil the requirements of award of the master's degree.

You have been selected to participate in this study and I would highly appreciate your response.

Thank you.

Yours,

Anita Mbinya.

Appendices II: Questionnaire

This questionnaire is designed to collect data on Influence of succession planning on organizational performance: a case study of non-governmental research organizations in Kenya. Kindly respond to the questions honestly by ticking the most appropriate responses. Please note that the information you provide through this questionnaire will be highly confidential and will only be used for academic purposes.

PART I: Demographic Information

Tick in the appropriate box to fill the space provided as the case may be.

1. Gender:

Male ☐ Female ☐

2. Terms of employment: Temporary ☐ Permanent ☐ Contract ☐

3. Level of Education:

Certificate ☐ Diploma ☐ Degree ☐ Masters ☐ Dr ☐ PhD ☐

Other (Specify).....

4. What is your current position?

Executive ☐ Manager ☐ Supervisor ☐ Subordinate ☐

Other (Specify).....

5. Department you're working for

PART II: HUMAN RESOURCE PLANNING

What is your level of agreement with the following statements that relate to the influence of Human resource planning on Performance Of NGOs In Kenya Use a scale of 1-5 where strongly Agree=1, Agree=2, Not Sure=3, Disagree=4, and Strongly Disagree=5

Statement	1	2	3	4	5
There is good communication and knowledge dissemination in the organization					
There exists a system of replacement for senior departing management					
The HR keeps in step with changes and ensures the right people are readily available to the organization					
In the organization, the mechanism to accomplish succession planning is through scheduled training programs and job rotation					
Employees are disadvantaged due to leave disruptions and they do not have the opportunity to plan their career development					
There is good communication and knowledge dissemination in the organization					

PART III: PERFORMANCE MANAGEMENT

What is your level of agreement with the following statements that relate to the influence of Performance management on Organization performance of NGOs In Kenya Use a scale of 1-5 where strongly Agree=1, Agree=2, Not Sure=3, Disagree=4, and Strongly Disagree=5

Statement	1	2	3	4	5
Management always meets their goals in an effective and efficient manner.					
There is a close monitoring and measuring of organizational performance in place to ensure the organization achieves its objectives.					
In the last three years there has been a drastic change in performance management leading to improved organizational performance					
There is a close link between performance management and objective setting.					
There is an improved monitoring performance through measurement and provision of feedback					
Organization performance is used in decision making by managers.					
The feedback obtained is used for future performance plans					
Performance management system enables individuals develop their abilities, increase their job satisfaction and achieve to their own benefit and that of the organization as a whole					
The management always meets their goals in an effective and efficient manner.					
There is a close monitoring and measuring of organizational performance in place to ensure the organization achieves its objectives.					

PART IV: TALENT MANAGEMENT

What is your level of agreement with the following statements that relate to the influence of Talent management on Performance Of NGOs In Kenya Use a scale of 1-5 where strongly Agree=1, Agree=2, Not Sure=3, Disagree=4, and Strongly Disagree=5

Statement	1	2	3	4	5
Management supports the recruitment, evaluation, development and retention of talents.					
There is a program set aside for talent development and it has been implemented.					
Most of the talent acquired is wasted due to poor talent management systems.					
There are several talented employees in the organization and the management has identified them.					
The management is committed to encouraging new talents					
Talent in the organization lies dormant due to poor talent management systems					
The succession of the organization is totally dependent on merit.					
The management recruits, evaluates, develops, and retains talents					

PART V: CAREER DEVELOPMENT

What is your level of agreement with the following statements that relate to the influence of Career development on Performance Of NGOs In Kenya Use a scale of 1-5 where strongly Agree=1, Agree=2, Not Sure=3, Disagree=4, and Strongly Disagree=5

Statement	1	2	3	4	5
The organization partners with individual employees to determine training needs and integrates them into succession planning.					
The organization through implementing the training promotes equal training opportunity for all employees who are included in the succession plans					

The employees training and development plan is prepared by the supervisor and staff and adjusted based on performance appraisal results.					
My training is based on the identified training needs in my development plan					
My organization conducts awareness and training on the importance of succession planning, and other career related topics i.e., succession planning process					
My organization provides learning and training opportunities that are futuristic and are tied to long-term and strategic development goals					
I have attended in training on succession planning on how to develop individual personal development plan, and other career related topics					
The organization partners with individual employees to determine training needs and integrates them into succession planning.					

PART VI: PERFORMANCE OF NGOS IN KENYA

What is your level of agreement with the following statements that relate to Performance Of NGOs In Kenya Use a scale of 1-5 where strongly Agree=1, Agree=2, Not Sure=3, Disagree=4, and Strongly Disagree=5

Statement	1	2	3	4	5
The organization has been increasing the number of its donor funded projects					
The started projects are on time and are within the budgeted period					
The number of staff are increasing and the organization registers very low staff turnover					
The staff are motivated to perform their work and most of them deliver on their targets					

The donors are happy with the projects undertaken by the organization					
Other NGOs in similar line of activities do visit our organization for benchmarking on performance					
The people served by our organization are very happy and we usually receive a positive response on our services					

-END OF QUESTIONNAIRE-

THANK YOU

Appendix III: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF RESEARCH, PUBLICATIONS, AND POSTGRADUATE STUDIES

P.O. Box 23409 Fax: 255-22-2668759
Dar es Salaam, Tanzania,
<http://www.out.ac.tz>



Tel: 255-22-2666752/2668445 ext.2101
Fax: 255-22-2668759,
E-mail: drpc@out.ac.tz

Ref: HD/B/800/K.11

11th July 2018

TO WHOM IT MAY CONCERN

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an act of Parliament no. 17 of 1992. The act became operational on the 1st March 1993 by public notes No. 55 in the official Gazette. Act number 7 of 1992 has now been replaced by the Open University of Tanzania charter, which is in line the university act of 2005. The charter became operational on 1st January 2007. One of the mission objectives of the university is to generate and apply knowledge through research. For this reason staff and students undertake research activities from time to time.

To facilitate the research function, the vice chancellor of the Open University of Tanzania was empowered to issue a research clearance to both staff and students of the university on behalf of the government of Tanzania and the Tanzania Commission of Science and Technology. The purpose of this letter is to introduce to you **Ms. Anita Mbinya Mutua, Reg. No. HD/B/800/K.11** who is Pursuing **Master Degree of Strategic Human Resource Management**. We hereby grant this clearance to conduct a research titled: **“Influence of Succession Planning Strategies on the Performance of Non-Governmental Research Organizations in Kenya”**. She will collect her data in Nairobi between 1th June 2019.

In case you need any further information, please contact:

The Deputy Vice Chancellor (Academic); The Open University of Tanzania; P.O. Box 23409; Dar Es Salaam. Tel: 022-2-2668820

We thank you in advance for your cooperation and facilitation of this research activity.
Yours sincerely,

Prof Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA